# GENESCO

## ANNUAL REPORT 1967

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CORPORATION FILE

# GENESCO INC.

111 7th AVENUE, N., NASHVILLE, TENNESSEE 37202
730 FIFTH AVENUE, NEW YORK, NEW YORK 10019

# financial summary

**SUMMARY/Year Ended July 31, 1967**

| | 1967 | 1966 |
|---|---|---|
| Net sales | $872,119,000 | $830,546,000 |
| Net earnings | 25,193,000 | 24,947,000 |
| Working capital | 241,751,000 | 219,055,000 |
| Earnings per share | $2.77 | $2.88 |
| Average number of shares outstanding | 8,493,000 | 8,029,000 |

**TO OUR STOCKHOLDERS:**

Sales and earnings for our fiscal year ending 31 July 1967 set new high records. This is the seventh consecutive year in which both sales and earnings have shown increases over the previous year.

Earnings per share of common stock were $2.77, which is 3.8% less than the figure for the previous fiscal year of $2.88 per share. Earnings for the past five years, including this year, have been adjusted for the new companies with which we have had a pooling of interests. The stock issued for these companies was treated by our auditors as if it had been outstanding for the past five years. In addition, the average number of common shares outstanding during the past year was greater than the previous year due to conversions and employee stock purchase plans so that the earnings per share were somewhat less even though total earnings were greater.

Total net earnings and net earnings per share were each more than twice as much as five years ago:

| | 1967 | 1963 |
|---|---|---|
| Net Earnings..... | 25,193,000 | 11,684,000 |
| Earnings per share.. | 2.77 | 1.31 |

In the past five years, earnings per share have grown at a rate of more than 20% per year compounded.

Earnings during this past year were not as high as they should have been. We did not advance prices soon enough to cover increased cost of wages, taxes, and higher interest paid on borrowed money.

Dividends of $1.40 per share on the common stock were paid during this past fiscal year compared with $1.20 per share during the previous year. This is the third consecutive year in which the dividend rate has been increased. Dividends have been paid every year for thirty-five years.

It has been the practice of our company to maintain a strong cash position and our current balance sheet reflects this policy. Our equity net worth for the first time is more than $200,000,000. Our long term debt of less than $85,000,000 gives us leverage but at the same time is conservative in relation to our total net worth. Our balance sheet shows, as it has in the past, a sizable amount of deferred credits to income, which are gradually being transferred to retained earnings through the profit and loss account over an extended period of years under a policy approved by our public auditors.

We are continuing to invest sizable sums of money in fixed assets, not only to increase our capacity, but also to improve the efficiency of our production and distribution operations.

In line with our expansion program, the Roos/Atkins Company of San Francisco, outstanding retailers in that general area, merged with our company in October of this fiscal year. We have also added three manufacturing companies that have broadened our base in the apparel industry with products we were not previously producing. These included the Girltown Company of Boston, manufacturers of girls' clothes; the Greensboro Manufacturing Company of New York, manufacturing popular priced women's and children's sleepwear; and the Camp & McInnes Company of Reading, Pennsylvania, manufacturers of high grade men's hosiery. These companies were merged with GENESCO on a pooling of interests basis, and the results of their operations have been incorporated in the figures for the past five fiscal years of GENESCO. All are profitable, well-run businesses, operating under the management of the same executives as previously.

A contract has recently been signed with the Berkshire Apparel Company of Malden, Massachusetts, which manufactures popular priced women's dresses, to merge with our company. We expect this to become effective in the early part of the new fiscal year. The contract is subject to approval by stockholders of Berkshire, which is presently listed on the American Stock Exchange. This is an excellent company, with capable management and splendid prospects.

Our corporate planning is handled in three stages. On a long range basis, we set up targets covering operations for the next five and ten year periods. Basically, our goal for the next decade is to obtain five per cent of the total apparel manufacturing industry. We now have somewhat less than half of this percentage. While five per cent is a relatively small percentage, it represents a respectable dollar volume in the more than $30 billion a year apparel industry—an industry that is growing every year. Our company is the most diversified manufacturer of various kinds of apparel,

# to our stockholders

and in our selective acquisition program we will continue to look at other companies in segments of the industry in which we are not now operating. On this basis we expect to establish a foundation for further internal growth in each of these areas. Each of the more than one hundred different kinds of apparel in reality constitutes a separate industry with varying conditions and specialized services.

The apparel industry is moving in both technology and volume. It encompasses a broad complex of industries including many types of apparel accessories and cosmetics as well as garments and footwear. The industry must consolidate to some extent in order to serve consumers in a better way, to meet foreign competition, and to cope with the complexities of modern large-scale business. Within the next decade, when we expect to reach our five per cent goal, the apparel industry in the United States should be in the neighborhood of $40 billion a year.

Financial planning is the second part of our three-stage corporate program. This includes establishing capital allocation budgets for each of our divisions three years ahead. These capital needs and trends are reviewed monthly at our Finance Committee meetings.

In the third stage, each of our 38 operating companies plans its operations on a six months basis. This general planning program, coordinated with our central management staffs, involves careful analysis of the situation in each division and provides for effective decentralized management of each of these companies.

We have able executives at the head of each of our operating divisions who are able to make fast decisions as necessary in a business geared to changing demands of the public.

The composition of our business is somewhat similar to past years and is outlined below on an estimated basis. The figures include intracompany transactions as well as outside sales:

| By Type of Product | Volume | Per Cent |
|---|---|---|
| Clothing and accessories | $473,000,000 | 50% |
| Footwear | 341,000,000 | 36% |
| Materials, components, and other items | 131,000,000 | 14% |
| **By Functions** | | |
| Manufacturing | 604,000,000 | 64% |
| Retailing | 341,000,000 | 36% |
| **By Geographical Location** | | |
| United States of America | 857,000,000 | 91% |
| Other Countries | 88,000,000 | 9% |
| **By Type of Consumer** | | |
| Civilian | 901,000,000 | 95% |
| Military | 44,000,000 | 5% |

Our operating divisions have continued to make progress in the design, quality and usefulness of our products during the past year. We maintain our own testing laboratories which check our various products so that we will continue to move ahead in service to our customers.

Our research activities reach into the various aspects of our business, all the way from development of mechanization processes to market research in consumer motivation. The apparel industry requires a great many employees in relation to dollar volume, and we regard mechanization as one of the most important factors in the future development and profitability of the business.

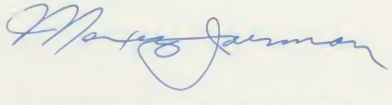
We have 137 manufacturing plants and processing terminals, and we purchase apparel on a contract basis from other manufacturers. We distribute our products through more than 24,000 retail stores including approximately sixteen hundred that we own and operate.

In addition to operations in the United States, we also have extensive business in the apparel industry in Canada and in some of the European countries as well as in other areas of the world. These also represent excellent opportunities for further development and profitable operation as we envision our long range growth.

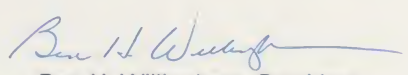
Our company enjoys a very satisfactory relationship with its approximately 60,000 employees. We are particularly proud of our excellent management people. About 6,500 of the total number of employees are classified in this category. We have a strong program of management recruitment and development, carried out in various ways throughout the corporation.

Our company has several stock purchase plans which give employees opportunity to acquire a stock interest in the business on a favorable basis. Approximately 25% of our employees are stockholders. The total number of stockholders is now about 35,000.

We feel that the coming fiscal year will be one of real progress for our company and expect to see continued growth in profits, in volume of business, and in the satisfactory development of our management system for long range progress.



W. Maxey Jarman, *Chairman*



Ben H. Willingham, *President*

ABOVE LEFT—Menswear executives preview first Hardy Amies—U.S.A. collection.

ABOVE RIGHT—Fall pants suit from Majestic Specialties.

ABOVE—From Girltown's fall collection of co-ordinated sportswear for girls

Below—Quality Control inspection L. Greif & Bro., Verona, Va.

**THE OUTER APPAREL GROUP** . . . Outer Apparel products include suits, sports clothing, topcoats, raincoats, work clothes and custom tailored clothing for men; and sportswear, dresses, knits, blouses and coats for women and girls. The Outer Apparel Group operates 37 manufacturing facilities and terminals in California, Kentucky, Maryland, Massachusetts, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Texas and Virginia. In addition it markets the manufactured products of plants owned by others and supplied on a contract basis.

Outer Apparel operations include five men's wear manufacturing plants which were added during the business year to better service our customers. The acquisition of Girltown, Inc. during the year broadened our total apparel base by adding the important areas of coordinated fashion sportswear for girls and young juniors.

During the year, GENESCO entered into an arrangement with Hardy Amies, noted British designer of men's wear, to market "Hardy Amies-U.S.A."—a new total look in men's wear. Under a single label in a single location within a store, men may buy a total coordinated wardrobe. Many of the Hardy Amies designs will be manufactured by the GENESCO Outer Apparel Group, while some will be imported. Still others will be made on a contract basis by leading manufacturers specializing in certain apparel products which at this time GENESCO does not manufacture.

# the outer apparel group

**Sam A. Buchanan, Group Director**

Maurice E. Miller, *Associate Group Director*

ASSOCIATED SPORTSWEAR
Sol Grossman, *President*

Majestic
Sheppard Zinovoy, *President*

Misses sportswear

Kelita
Edgar Schlossberg, *President*

Junior and Junior Petite sportswear

Emery Knits
Marvin Kent, *President*

Junior and Misses knit dresses

BALTIMORE CLOTHES
David L. Greif, II, *President*

L. Greif & Bro.

Distributor of men's clothes in the higher and medium price ranges

Seaboard Manufacturing Company
Ted S. Decker, *Vice President*

Manufacturer of men's clothes in the higher and medium price ranges

English-American Tailoring Company
Mark J. Sloman, *President*

Individualized, made-to-order men's clothes

WeatheRogue, Inc.
Victor Semos, *President*

Rainwear for men.

GIRLTOWN, INC.
Maurice Rosen, *Chairman and President*
Leo Marcus, *Executive Vice President and Treasurer*

Coordinated sportswear for girls.

HARDY AMIES—U.S.A.
Richard Frank, *President*

Distributor of men's fashion apparel designed by Hardy Amies.

J. M. WOOD MFG. CO. INC.
J. Carroll Wood, *President*

Utility and casual clothes for men.

MAJOR BLOUSE COMPANY
Abraham J. Baum, *President*

Women's blouses.

PHOENIX, INC.
Alexander Lerner, *President*

Medium-priced men's clothes

BUCHANAN 32 Yrs.

MILLER 19 Yrs.

LERNER 22 Yrs.

ROSEN 23 Yrs.

GREIF 18 Yrs.

FRANK 1 Yr.

BAUM 21 Yrs.

MARCUS 23 Yrs.

GROSSMAN 20 Yrs.

WOOD 33 Yrs.

ABOVE—Contrastingly patterned, two-piece swimsuit from Lee Beachwear division.

**THE UNDER APPAREL GROUP**... The five operating companies in this group manufacture and distribute underwear, lingerie, foundation garments, sleepwear, shirts, hosiery, casual wear, and swim suits. Sales offices are located in New York, Boston, Los Angeles, and Dallas, supported by 27 manufacturing plants and distribution terminals in Alabama, Arkansas, California, Connecticut, Georgia, Illinois, Indiana, Massachusetts, Nebraska, New York, North Carolina, Pennsylvania and Tennessee.

At mid-year the Flagg-Utica Division began operations in a new plant in Florence, Alabama, where numerous different types of men's knit underwear are made to supply the needs of our many customers. Construction has also been completed on additional manufacturing space to expand the production of men's and boys' pajamas marketed through the Ainsbrooke Division. A large distribution terminal in Gallatin, Tennessee, has been acquired by the Formfit Rogers Division to better service our lingerie and foundationwear customers.

Two new operating companies were added to the Under Apparel Group during 1967. Greensboro Manufacturing Company with sales offices in New York, specializes in sleepwear for women, children and infants, distributed through the major variety store trade. Camp & McInnes manufactures and distributes fine quality men's hosiery under both the Camp & McInnes label and the d'Orsay label.

ABOVE—Formfit Rogers slip features exclusive Emilio Pucci print.

Below—Men's hosiery production, Camp & McInnes, Reading, Pa.

LEFT—Under Apparel products for men by Ainsbrooke and Flagg—Utica

Below—Sleepwear products from Greensboro division's collection for women and children.

# the under apparel group

**William S. Flanagan,**
**Group Director**

CAMP and McINNES COMPANY
Erwin Camp, *President*
Leo Camp, *Executive Vice President*
Quality hosiery for men.

GREENSBORO MANUFACTURING CO.
Jess M. Colchamiro, *President*
David Levy, *Executive Vice President*
Popular priced women's and children's sleepwear.

INTIMCO
John Currier, *President*
Formfit Rogers
Foundation garments and lingerie.

LEE BEACHWEAR COMPANY
David Aronow, *President*
Louis Brumberger, *Executive Vice President*
Popular priced women's swimwear.

MAYFAIR FURNISHINGS
M. E. Eisenberg, *Chairman and President*
Ainsbrooke Corp.
Irving Flamberg, *Chairman*
Morton Flamberg, *President*
Men's and boys' underwear, pajamas and dress shirts.
Flagg-Utica Company
R. Joseph Robinson, *President*
Fabrics, underwear and outerwear.

FLANAGAN 18 Yrs.

LEVY 35 Yrs.

EISENBURG 25 Yrs.

BRUMBERGER 15 Yrs.

ARONOW 35 Yrs.

ROBINSON 18 Yrs. M. FLAMBERG 17 Yrs.

COLCHAMIRO 35 Yrs.

E. CAMP 22 Yrs. L. CAMP 21 Yrs.

CURRIER 1 Yr.

**THE FOOTWEAR GROUP** . . . Johnston & Murphy, Jarman, Mademoiselle, Mannequin, Cover Girl, Acrobat and Storybook are some of the better known labels of GENESCO footwear. (continued on page 10)

**H. Nelson Carmichael, Group Director**

MANUFACTURING STAFF
B. E. Reed, *Vice President*

SALES COORDINATION
George Q. Langstaff, Jr., *Director*

PRODUCT DEVELOPMENT AND TREND DESIGN
Joel Glassman, *Director*

MATERIAL MANAGEMENT
Dallas J. Jones, *Director*

DISTRIBUTION STAFF
John A. Ball, *Director*

ACCOUNTS RECEIVABLE
T. Douglas Oxford, *Manager*

MANUFACTURING
James H. Cheek, Jr., *President*

Pyramid Shoe Manufacturing
Brandon Edmondson, *President*
Plants in Southern, Eastern and New England states manufacturing women's and children's shoes.

Triangle Shoe Manufacturing
C. Wilbon Marlin, *President*
Plants in Southern states, manufacturing men's and boys' shoes.

BROADWAY SHOE COMPANY
Harry Clark, *President*

Cedar Crest Shoe Company
Frank Merhoff, *President*
Men's and boys' service, dress and special purpose shoes and boots.

Douglas Shoe Company
Howard Johnson, *President*
Men's and boys' dress and service shoes and boots.

Fortune Shoe Company
Charles E. Horton, *President*
Shoes for the young man.

Sandy McGee Shoe Company
W. Thomas Bowers, *President*
Men's and boys' popular-priced shoes.

Mademoiselle Shoes (above left) and Johnston & Murphy Shoes (left) are well known GENESCO products.

# the footwear group

CARMICHAEL 31 Yrs.

GLASSMAN 11 Yrs.

JONES 29 Yrs.

LANGSTAFF 19 Yrs.

VAUGHN 37 Yrs.

C. COOK 36 Yrs.



CHEEK 21 Yrs.

REED 43 Yrs.

GRAHAM 21 Yrs.

SETTLE 11 Yrs.

CLARK 17 Yrs.

EARTHMAN 19 Yrs.

MARLIN 36 Yrs.

EDMONDSON 26 Yrs.

OXFORD 39 Yrs. BALL 36 Yrs.

**IMPERIAL SHOE COMPANY**
William W. Earthman, *President*

Bellwood Shoemakers
William C. Cook, *President*
Women's shoes for independent retailers and department stores.

Carlisle Shoe Company
Nicholas Parker, *Chairman*
Warren C. Kolkebeck, *President*
Mademoiselle fashion shoes for women.

Charm Step Shoe Company
Robert L. Richter, *President*
Women's popular-priced shoes.

Cover Girl Shoe Company
H. C. Christiansen, *President*
Contemporary shoes for young women.

Mannequin Shoe Company
David Graves, *President*
Medium priced women's fashion shoes.

Valentine Shoe Company
Sidney A. Smith, *President*
Classically styled shoes for women.

Youngtimer Shoe Company
Ernest Fetner, *President*
Children's shoes.

**JARMAN SHOE COMPANY**
Edward W. Graham, Jr., *President*
Men's dress shoes.

Jarman Retail Company
Wesley R. Thompson, *Vice President*
Men's shoe stores and leased departments.

**JOHNSTON & MURPHY**
John M. Settle, *President*
J & M and Frank Bros. shoes for men.

Murphy Retail Company
James A. McCann, *President*
Leased departments featuring J & M shoes

**REPUBLIC SHOE COMPANY**
Charles W. Cook, *President*
Shoes for private label volume accounts.

**ZENITH SHOE COMPANY**
Houghton D. Vaughn, *President*

Dominion Shoe Company
John W. Bracewell, *President*
Howard D. Baldridge, *Vice President*
Shoes for private label volume accounts.

Kleven Shoe Company, Inc.
Milton Radlo, *Vice President*
Women's private brand fashion shoes.

Sentry Shoe Company
William Lyle Hammond, *President*
Shoes for private label volume accounts.

# the footwear group *(continued)*

ABOVE
Rapid handling of customer orders at computer controlled Genstar, Nashville, Tennessee
RIGHT
Hand sewing operations are an important part of top quality shoes
BELOW
Modern Injection Molding process in canvas shoes, Nashville, Tennessee

Our footwear products are distributed through nearly 20,000 retail stores throughout America. The operating companies in this group distribute a broad range of men's, women's and children's footwear in all price ranges. There are 36 manufacturing plants and distribution terminals in Alabama, Georgia, Kentucky, Massachusetts, Mississippi, North Carolina, Pennsylvania and Tennessee.

Our program of replacement of old plants with larger, more modern facilities continued during 1967. Emphasis on more mechanization and lower cost manufacturing techniques plus upgrading of quality standards helped GENESCO Footwear to reach its largest share of the footwear industry, both in terms of dollars of sales and in total pairs manufactured during 1967.

# the universal group

Above—Highly mechanized tricot knitting process, McMinnville, Tenn.

**W. Gregory Quick,**
**Group Director**

CONLECO
Thomas B. McAlister, *President*

Leather tanning, shoe components

KINGTEX
Marcus C. McCreary, *President*

Knitting, dyeing and finishing of tricot, power net, circular knit and double knit fabrics; cotton yarn spinning; and fabric sales.

MANSCO
G. Warren Gregory, *President*

Adhesives, finishes, containers, and by-products

QUICK 18 Yrs.

GREGORY 28 Yrs.

McCREARY 13 Yrs.

**THE UNIVERSAL GROUP . . .** The operating companies in our Universal Group produce chemicals, adhesives, finishes, upper leather, sole leather, footwear components, packages, containers and knitted fabrics. These products are used in our own manufacturing operations, and are also sold to customers outside GENESCO. The Universal Group has 14 manufacturing plants and distribution terminals located in Alabama, Georgia, Michigan, New York, North Carolina and Tennessee.

We continue to use large quantities of fabrics in our apparel manufacturing operations, and we are increasing our capacity to produce such fabrics. We have begun construction on a large new knitting-finishing plant, and have completed some additions and improvements in other plants. Boxes, containers and shipping cartons of various kinds continue to be an important part of our business, and we have sharply increased our production capacity in these areas.

Above—Construction on new knitting, dyeing and finishing plant, GENESCO Park, Nashville, Tennessee

Below—High speed package production for GENESCO products, Tullahoma, Tennessee.

McALISTER 9 Yrs.

BELOW—Under construction, new Roos/Atkins Market Street headquarters, San Francisco

**THE STANDARD RETAILING GROUP**...The Standard Retailing Group consists primarily of stores carrying high quality and standard brand merchandise. There are 190 retail operations and 2 distribution terminals in the group, in addition to our Individualized Custom Shirt facility in Paterson, New Jersey, and a plant for the production of perfumes and cosmetics in Long Island, New York. Our Standard Retailing operations are located in principal metropolitan markets in various parts of the country.

Completed during the past year was a large new Bonwit Teller store in Westchester County, New York, acclaimed as one of the most beautiful women's specialty stores in the world. Current operations include the Roos/Atkins stores in northern California and Nevada which were added to GENESCO by acquisition during 1967. During the business year, Roos/Atkins has completed the remodeling of its Union Square, San Francisco store, opened a new store in Reno, and begun construction of a headquarters complex in San Francisco.

ABOVE—I. Miller Salons feature top quality fashion shoes and accessories.

RIGHT— The Intimate Apparel Room, One of 36 Departments in the elegant new Bonwit Teller Store, Westchester County, New York

BELOW—Frank Bros. Men's Apparel Store, Michigan Avenue, Chicago

# the standard retailing group

WOODS 29 Yrs.

**E. DeVaughn Woods,**
**Group Director**
Bruce Allbright, *Executive Assistant*

BONWIT TELLER COMPANY
Mildred Custin, *President*

Specialty apparel stores in New York, Chicago, Cleveland, Boston, Philadelphia, Palm Beach, Manhasset (L.I.), Short Hills (N.J.), Oak Brook (Ill.), Jenkintown and Wynnewood (Pa.), and Westchester County (N.Y.).

GIDDING-JENNY, INC.
Bertram E. Fishel, *Chairman*

Specialty apparel stores for women in Cincinnati and Dayton, Ohio.

HENRI BENDEL, INC.
Geraldine Stutz, *President*

Specialty apparel store for women on New York's fashionable 57th Street.

HOUSE OF FRAGRANCE
Helen Van Slyke, *President*

Distributors of fine perfumes and cosmetics.

I. MILLER & SONS, INC.
Richard C. Joseph, *President*

Women's quality fashion shoe salons in New York and other major cities. Principal lines are I. Miller, Evins, Ingenue and Millerkins. I. Miller shoes also are sold in outstanding stores throughout the country.

INTERSTATE SHOE COMPANY
Stewart Bronaugh, *President*

Family shoe stores and leased shoe departments from coast to coast: Blue Ridge Shoe Company; Innes Shoe Stores in the Los Angeles area; Sommer & Kaufmann, shoe stores in the San Francisco Area.

R.A.M.—RETAIL APPAREL FOR MEN
John Keane, *President*

Men's clothing stores in New York and other major cities; Frank Bros., Whitehouse & Hardy, and Mallernee's.

Donald Buttaro, *Vice President*

Roger Kent men's clothing stores in Eastern cities.

H. & M. RAYNE—RAYNE DELMAN COMPANY (Affiliated)
Edward Rayne, *President*

Delman—quality women's fashion shoes. Salons in New York and other cities; design studios in New York, London and Paris.

ROOS/ATKINS
Edward H. Gauer, *Chairman of the Board and Chief Executive Officer*

Quality men's and women's apparel stores in California and Nevada.

JOSEPH 8 Yrs.

STUTZ 13 Yrs.

ALLBRIGHT 18 Yrs.

VAN SLYKE 7 Yrs.

BRONAUGH 20 Yrs.

GAUER 9 Yrs.

RAYNE 20 Yrs.

CUSTIN 9 Yrs.

FISHEL 20 Yrs.

KEANE 1 Yr.

ABOVE—V. J. Elmore warehouse, Birmingham, Alabama.

BELOW—Popular price shoes for women, Ford City Shopping Center, Chicago.

BELOW—Popular price shoes for young men, Flagg Bros., Denver, Colorado.

**THE CHAIN RETAILING GROUP**...The Chain Retailing Group operates retail stores and processing terminals in 41 states and the District of Columbia. Operations consist of the Kress and Elmore chains of variety stores, and the Flagg Bros., Hardy, Holidy-Wise, Bell Bros., Berland, Allen and Berlo chains of retail stores and departments handling footwear and apparel accessories.

We are continuing our program of opening new stores and modernizing existing ones in the Chain Retailing Group. On an average, we open 4 new or renovated stores each month, and move an average of 2 stores each month to more desirable business locations to keep pace with shifting retail activity in various market areas.

LEFT—New Kress Variety Fair stores are being opened on a regular basis.

ABOVE—Typical interior of one of the multiple units of Holiday-Wise stores.

# the chain retailing group

**William M. Blackie,**
**Group Director**

NATIONWIDE SHOE COMPANY
J. Owen Howell, Jr., *President*

Flagg Bros.
Edward C. Jones, *Vice President*

Shoe stores featuring footwear particularly designed for young men.

Holiday-Wise
Ray Manning, *Vice President*

Shoe stores selling medium-priced women's fashion shoes.

HARDY SHOE STORES
Joe B. Long, *Managing Director*
Dick Fahey, *General Manager*

Popular-priced men's shoe stores.

SUPERIOR SHOE COMPANY
Marion Markus, *President*

Bell Brothers, Inc.
B. J. Butner, *Vice President*

Popular-priced family shoe stores.

Berland Shoe Company-Allen Stores
Stanley W. Nussbaum, *President*

Women's popular-priced shoe stores and departments.

S. H. KRESS AND COMPANY
Louis P. Johnson, *President*

Nation wide chain of variety stores.

V. J. ELMORE
Joe B. Long, *Managing Director*
Raymond N. Hales, *Executive Vice President*

Variety store chain, primarily in the South.

BLACKIE 39 Yrs.

MARKUS 2 Yrs.

HOWELL 20 Yrs.

JOHNSON 34 Yrs.

LONG 29 Yrs.

NUSSBAUM 35 Yrs.

Transnational operations encompass under apparel (above left); outer apparel (above right).

**THE TRANSNATIONAL GROUP . . .** The Transnational Group supervises our operations outside the United States, works with affiliated companies and licensees, and also imports and exports apparel. Operations consist of 13 manufacturing plants and processing terminals, 4 affiliated manufacturing companies and approximately 300 retail stores in Australia, Belgium, Canada, Colombia, England, France, Guatemala, Italy, Jamaica, Mexico, Panama and Peru. Licensees, suppliers and customers of the operating companies in the Transnational Group are located in 65 nations and territories throughout the world.

Above—Reward Shoe Store, Saskatoon, Saskatchewan, Canada.

# the transnational group

F. M. JARMAN 10 Yrs.

PARKER 20 Yrs.

KLAUSNER 18 Yrs.

GREGORY 22 Yrs.

HILTON 7 Yrs.

KIRK 18 Yrs.

COMUNELLO 8 Yrs.

TEFFT 15 Yrs.

MORRISON 17 Yrs.

JOHNSTON 48 Yrs

**Franklin M. Jarman, Group Director**

Robert C. Hilton, *Vice President and Treasurer*

CANADA

Dan Gregory, *Canadian Area Director*

Agnew-Surpass Shoe Stores, Ltd.
Keith R. Gillelan, *President*

Coast-to-coast chain of family shoe stores

J. A. Johnston Company
Gwynne Johnston, *Chairman of the Board*

Wholesalers and retailers of shoes for men and women

General Shoe of Canada
Art McGowan, *General Manager*

Manufacturers and wholesalers of men's, women's and children's shoes

EUROPE

George W. Kirk, *European Area Director*
Edward C. Tefft, *Assistant European Area Director—Italy*

Confezioni San Remo, s.p.a. (Affiliated)
Sergio Comunello, *Managing Director*

Manufacturer of men's and boys' ready-to-wear clothes

Formfit-Europe
E. M. Roe, *Managing Director*

Manufacturers and distributors of intimate apparel

France Arno
H. Stephan Klausner, *Director*

Retail Shoe stores in France

LEXIM

Francis W. Parker, *Managing Director*

Licensing, import, export

CENTRAL AMERICA

Rafael P. Menendez, *Area Coordinator*

Operations in Mexico, Guatemala and Panama

SOUTH AMERICA

Fred Morrison, *Area Coordinator*

Manufacturing, wholesale and retail of under apparel and footwear

PACIFIC

Under apparel and footwear manufacturing and wholesale operations in Japan, Australia and other countries.

**CORPORATE FUNCTIONAL STAFF** . . . The Corporate Functional Staff operates in the areas of Finance, Marketing, Retail Coordination, Control, Manpower, Manufacturing Coordination and Central Services. Specializing in a particular field of activity, each of the Functional Staff groups provides to the operating companies on a continuing basis the expert knowledge and information facilities that can be made available only in a large organization.

All of the Functional Groups participate in the seasonal planning programs on a consultive staff basis with each of the operating companies. Each group makes a semiannual report to the President outlining results obtained, defining problem areas, and indicating recommended projects for the succeeding six month period.

SAUNDERS 36 Yrs.

GUILER 24 Yrs.

ABOVE—Central Management Information Center is one of a network of eight computer centers operated by GENESCO.

LEFT—Effects of various weather conditions are tested in corporate laboratories.

LOW 20 Yrs.

BRAWLEY 2 Yrs.

DeLACEY 16 Yrs.

ROSE 17 Yrs.

# corporate functional staff

**CENTRAL FINANCE, MANPOWER, MANUFACTURING COORDINATION**

F. M. Jarman
*Executive Vice President*

Leonard K. Guiler
*Financial Vice President*

George C. Collins
*Vice President—Manpower*

Kirk H. Low
*Vice President—Manufacturing Coordination*

J. G. DeLacey
*Treasurer*

Stuart Carlisle
*Auditor*

Ernest B. Holt, Jr.
*Assistant Treasurer*

William S. Wire, II
*Assistant Secretary*

S. R. Gorin
*Director of Technical Services*

**CENTRAL CONTROL, CORPORATE SERVICES**

J. P. Saunders
*Vice President and Secretary*

L. B. Shelton
*Vice President—Control*

Edward M. McGinley
*Assistant Vice President—Legal*

William E. O'Connor
*Assistant Vice President—Legal*

Rodes Ennis
*Assistant Secretary*

Earl L. Britain
*Director of Real Estate*

George E. Stone
*Director of Building Services*

E. E. Wager
*Director of Traffic*

William F. Long
*Insurance Manager*

John W. Kunstadter
*Executive Research Specialist*

**CENTRAL MARKETING**

Duke J. Rose
*Vice President—Marketing*

**CENTRAL RETAIL COORDINATION**

William H. Cope
*Vice President—Retail Coordination*

**NATIONAL AND INTERNATIONAL RELATIONS**

H. W. Brawley
*Vice President*

B. R. Wills
*Director of Public Relations*

SHELTON 11 Yrs.

McGINLEY 6 Yrs.

WILLS 3 Yrs.

WIRE 5 Yrs.

COLLINS 33 Yrs.

COPE 4 Yrs.

BRITAIN 37 Yrs.

HOLT 20 Yrs.

LONG 17 Yrs.

ENNIS 10 Yrs.

O'CONNOR 11 Yrs.

CARLISLE 15 Yrs.

## Consolidated Balance Sheet

July 31, 1967 with comparative figures for 1966

### Assets

| Current Assets: | 1967 | 1966 |
|---|---|---|
| Cash | $ 37,622,000 | $ 41,755,000 |
| Receivables, net | 75,326,000 | 79,663,000 |
| Inventories | 168,007,000 | 162,000,000 |
| Prepaid expenses | 2,476,000 | 2,316,000 |
| **Total Current Assets** | 283,431,000 | 285,734,000 |
| Investments and long-term receivables | 20,234,000 | 14,951,000 |
| Plant, equipment, and leasehold improvements, at cost less accumulated depreciation and amortization $72,559,000 | 53,884,000 | 50,632,000 |
| Debt discount and other deferred charges, less amortization | 6,082,000 | 5,269,000 |
| | $363,631,000 | $356,586,000 |

### Liabilities and Stockholders' Equity

| Current Liabilities: | | |
|---|---|---|
| Accounts payable, accrued expenses and current portion of long-term debt | $ 35,199,000 | $ 56,667,000 |
| Income taxes | 6,481,000 | 10,012,000 |
| **Total Current Liabilities** | 41,680,000 | 66,679,000 |
| Long-term debt | 83,348,000 | 64,886,000 |
| Minority interests | 5,842,000 | 6,541,000 |
| Deferred income taxes | 5,650,000 | 4,438,000 |
| Deferred credits to income | 24,581,000 | 27,167,000 |
| Stockholders' equity | 202,530,000 | 186,875,000 |
| | $363,631,000 | $356,586,000 |

This page should be read in conjunction with the Financial Review on pages 23, 24 and 25.

## Consolidated Earnings

| | 1967 | 1966 |
|---|---|---|
| Sales, including sales of leased departments | $872,119,000 | $830,546,000 |
| Other income | 1,403,000 | 1,523,000 |
| | 873,522,000 | 832,069,000 |
| Cost of sales | 595,342,000 | 567,659,000 |
| Selling, administrative and general expenses | 228,273,000 | 212,721,000 |
| Interest expense | 7,228,000 | 6,061,000 |
| Federal, state and Canadian income taxes | 17,212,000 | 20,195,000 |
| Minority interests | 274,000 | 486,000 |
| | 848,329,000 | 807,122,000 |
| **Net earnings** | $ 25,193,000 | $ 24,947,000 |
| **Earnings per share (based on average shares outstanding)** | $2.77 | $2.88 |

## Consolidated Earnings Retained in Business

| | | |
|---|---|---|
| **Balance at beginning of year** | $ 92,541,000 | $ 68,884,000 |
| Companies accounted for as poolings of interests | — | 9,052,000 |
| Net earnings | 25,193,000 | 24,947,000 |
| Dividends paid | (12,973,000) | (10,342,000) |
| **Balance at end of year** | $104,761,000 | $ 92,541,000 |

## Consolidated Additional Paid-In Capital

| | | |
|---|---|---|
| Balance at beginning of year | $65,169,000 | $51,311,000 |
| Increase resulting from: Sales price or fair market in excess of par value of common shares issued | 3,238,000 | 2,759,000 |
| Stated value of preferred stock or principal amount of notes converted, in excess of the par value of common shares issued in exchange | 4,197,000 | 9,370,000 |
| Capital of pooled companies in excess of the par value of GENESCO Inc. stock issued in exchange | — | 4,363,000 |
| Par value of common shares issued in three for two stock split | — | (2,634,000) |
| Balance at end of year | $72,604,000 | $65,169,000 |

This page should be read in conjunction with the Financial Review on pages 23, 24 and 25.

## Consolidated Statement of Source and Use of Funds

| | 1967 | 1966 |
|---|---|---|
| **Source of funds:** | | |
| Net earnings | $25,193,000 | $24,947,000 |
| Depreciation and amortization | 6,663,000 | 5,906,000 |
| Amortization of deferred charges and increase in deferred taxes | 2,359,000 | 684,000 |
| Credits to earnings not providing funds | (1,978,000) | (2,410,000) |
| Funds derived from operations | 32,237,000 | 29,127,000 |
| Proceeds from sale of common stock | 3,436,000 | 2,920,000 |
| Proceeds from long-term debt issued | 20,000,000 | — |
| Gains on sale of properties deferred to future years | 646,000 | 1,037,000 |
| | $56,319,000 | $33,084,000 |
| **Use of funds:** | | |
| Dividends paid | $12,973,000 | $10,342,000 |
| Long-term debt paid or charged against working capital | 1,538,000 | 1,738,000 |
| Decrease in minority interests | 699,000 | 1,058,000 |
| Other changes in nonconsolidated and 50% owned companies and deferred credits to income | 1,914,000 | 663,000 |
| Increase in other investments | 3,810,000 | 5,569,000 |
| Fixed asset purchases, net of sales | 9,914,000 | 8,248,000 |
| Increase in deferred charges and other assets | 2,775,000 | 2,851,000 |
| Increase in working capital | 22,696,000 | 2,615,000 |
| | $56,319,000 | $33,084,000 |

This page should be read in conjunction with the Financial Review on pages 23, 24 and 25.

# financial review

PEAT, MARWICK, MITCHELL & CO.
CERTIFIED PUBLIC ACCOUNTANTS
LIFE AND CASUALTY TOWER
NASHVILLE, TENNESSEE 37219

The Board of Directors and Stockholders
GENESCO Inc.:

We have examined the consolidated balance sheet of GENESCO Inc. and consolidated subsidiaries as of July 31, 1967 and the related statements of earnings, earnings retained in business and additional paid-in capital and the statement of source and use of funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying consolidated balance sheet and statements of consolidated earnings, earnings retained in business and additional paid-in capital present fairly the financial position of GENESCO Inc. and consolidated subsidiaries at July 31, 1967 and the results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Also, in our opinion, the accompanying statement of source and use of funds for the year ended July 31, 1967 presents fairly the information shown therein.

Peat, Marwick, Mitchell & Co.

August 24, 1967

PRINCIPLES OF ACCOUNTING—All subsidiaries are consolidated except certain foreign subsidiaries and those engaged in unrelated operations. These companies, in the aggregate, had no significant effect on earnings.

GENESCO made five acquisitions during the year by issuing capital stock. The net assets of Roos/Atkins were acquired in exchange for 138,774 shares of common stock and 114,905 shares of Series A Subordinated Preference Stock. All of the outstanding shares of Harwin Shoe Company and of Greensboro Manufacturing Company, Inc. were acquired for 9,000 and 230,000 shares of common stock, respectively. The net assets of Girltown, Inc. and Camp & McInnes, Inc. were acquired for 70,000 and 62,000 shares of Series B Subordinated Preference Stock, respectively.

The acquisitions were made on a pooling of interests basis, and accordingly the accounts of these companies are included in the consolidated financial statements for each of the years 1967 and 1966.

INVENTORIES, at lower of approximate average cost or market, are as follows:

| | 1967 | 1966 |
|---|---|---|
| Finished products | $126,817,000 | $118,929,000 |
| Work in process and raw materials | 41,190,000 | 43,071,000 |
| | $168,007,000 | $162,000,000 |

In addition the company had in transit inventories, approximating $6,500,000, which are not included in the accompanying financial statements.

INVESTMENTS AND LONG TERM RECEIVABLES include the following:

| | |
|---|---|
| Employess' stock purchase accounts secured | $ 1,191,000 |
| Nonconsolidated and 50% owned companies | 7,475,000 |
| Other investments, at cost | 11,568,000 |
| | $20,234,000 |

Nonconsolidated subsidiaries and 50% owned companies are carried at equity value, based on unaudited statements, with the income for the year reflected in other income.

INCOME TAXES—For Federal income tax purposes, the company computes depreciation on certain assets by accelerated methods. However, earnings have been charged with depreciation calculated on the straight-line method ($6,663,000 including amortization of leasehold improvements). To equalize the effect of these methods on net earnings, the 1967 provision for Federal income taxes has been credited with $151,000 and a like amount has been charged to deferred income taxes. Deferred income taxes at July 31, 1967 were $5,650,000. The provision for taxes is after deducting the investment credit for the current year of $250,000.

In 1967 certain tax matters, relating to prior periods, were settled with the taxing authorities in amounts less than previously provided for in the accounts, and accordingly, such excess provisions, no longer required, have been credited to the current provision for taxes.

# financial review *(continued)*

LONG TERM DEBT, including installments due currently, is as follows:

| | Current | Non-Current |
|---|---|---|
| 4.75% convertible subordinated notes dated July 1962, due 1982 with annual payments beginning 1973; convertible into common stock at $25.67 per share | — | $ 3,950,000 |
| 5.00% notes dated July 1964, due 1984 with annual payments of $2,000,000 beginning 1970 | — | 40,000,000 |
| Notes payable to banks due August 1, 1970, interest payable at prime rate in 1968 and at prime rate plus .25% in the two succeeding years | — | 20,000,000 |
| Other long term debt at interest rates from 5.25% to 6.25% with annual payments of $1,538,000 to 1972, payments of $1,038,000 to 1978 and $938,000 thereafter until 1981 | 1,538,000 | 19,398,000 |
| | $1,538,000 | $83,348,000 |

The various note agreements restrict stockholders' equity except as to approximately $66,000,000.

DEFERRED CREDITS TO INCOME—The following amounts will be taken into income over a period of years:

| | |
|---|---|
| Deferred income credits | $18,701,000 |
| Excess of equity over cost in acquired companies including reserve for certain lease commitments | 5,880,000 |
| | $24,581,000 |

Deferred income credits represent profits after taxes, including $646,000 in 1967, from sales of real properties and equipment which were leased back. The deferred amounts are being amortized over the lives of the respective leases. Amortization in the current year amounts to $1,012,000.

The unamortized net excess of equity over cost, and reserve for lease commitments arose principally from the Kress acquisition in 1963. The excess of adjusted cost over net equity of nonconsolidated subsidiaries and 50% owned companies, mostly represented by goodwill, is also reflected in this account. Credits and charges to this account, being amortized over a ten year period, resulted in a net credit to other income of $748,000 for the year.

COMMITMENTS AND CONTINGENT LIABILITIES—Under long-term leases in effect July 31, 1967, minimum annual rentals, exclusive of specifically identified operating costs, are as follows:

| | |
|---|---|
| 1968-1972 | $12,773,000 |
| 1973-1977 | 5,053,000 |
| 1978-1982 | 5,249,000 |
| 1983-1987 | 3,544,000 |
| 1988-1992 | 7,127,000 |
| After 1992 | 320,000 |
| | $34,066,000 |

STOCKHOLDERS' EQUITY—The company's four classes of capital stock are described below:

| | 1967 | 1966 |
|---|---|---|
| $4.50 cumulative convertible preferred stock of $100 stated value per share. 1967—authorized and outstanding 158,648 shares; 1966—authorized and outstanding 202,244 shares | $ 15,865,000 | $ 20,224,000 |
| $4.25 subordinated cumulative convertible preference stock, Series A; stated value $3.00 per share, liquidating value $100 per share. Authorized and outstanding 114,905 shares | 345,000 | 345,000 |
| $6.00 subordinated cumulative convertible preference stock, Series B; stated value of $2.40 per share, liquidating value of $100 per share. Authorized 162,000 shares; outstanding 131,589 shares | 316,000 | 317,000 |
| Common stock of $1 par value per share — Authorized 20,000,000 shares; 1967—outstanding 8,639,252 shares; 1966—8,279,387 shares | 8,639,000 | 8,279,000 |
| Additional paid-in capital | 72,604,000 | 65,169,000 |
| Earnings retained in business | 104,761,000 | 92,541,000 |
| Total stockholders' equity | $202,530,000 | $186,875,000 |

Common stock has been reserved for issuance in connection with the following transactions:

| | Number of Shares |
|---|---|
| Options issued by acquired companies | 14,163 |
| Contingent upon earnings of certain pooled companies | 331,666 |
| Conversion of 4.75% notes | 153,876 |
| Conversion of various preferred stocks | 1,255,459 |
| | 1,755,164 |

In addition 867,424 shares have been reserved under certain employee stock option plans and 441,270 shares are available under employee stock purchase plans.

30,000 shares of Series B preference stock have been reserved for issuance contingent upon the earnings of certain pooled companies.

RETIREMENT AND STOCK OPTION PLANS—The employees' retirement plans call for the company and subsidiaries to make contributions to trusts in order to pay annuities to regular employees after retirement. Contributions to the company's retirement funds are made by the company as it, from time to time, may determine, although it is not under obligation to make contributions.

The current annual cost of the company's pension plans was approximately $300,000 in 1967. Based on computation by independent actuaries, current cost in 1967 has been reduced by net increases in values assigned to certain trust assets amortized in accordance with principles of accounting applicable in 1967. The method of valuation of these assets, refined in 1967 to effect a decrease in current cost to the extent of approximately $1,500,000, is anticipated to be continued in the future. In addition, contributions to profit sharing and other employee contractual welfare plans amounted to approximately $3,500,000 Unfunded past service costs at July 31, 1967, inclusive of increment due to additional participants from certain acquired companies, were estimated at $9,700,000.

Under the company's restricted executive stock option plan adopted in 1958, options were granted to certain employees in 1958 and 1960 to purchase shares of common stock at not less than 85% of market value at date of grant.

Under the savings fund-employee stock purchase plans, employees were granted options to purchase common stock. These options, currently being offered to all eligible employees at 85% of the average market price with designated minimum and maximum prices, may be exercised on the last business day of August, two years subsequent to the dates offered. There are approximately 10,500 employees participating in all the plans described below.

| | Restricted Executive Stock Option Plan | Savings Fund-Employee Stock Purchase Plan | Total |
|---|---|---|---|
| Options outstanding at August 1, 1966 | 12,852 | 267,253 | 280,105 |
| Options granted | — | 230,645 | 230,645 |
| | 12,852 | 497,898 | 510,750 |
| Less: | | | |
| Options exercised | 6,095 | 182,510 | 188,605 |
| Options terminated | 493 | 58,885 | 59,378 |
| | 6,588 | 241,395 | 247,983 |
| Options outstanding at July 31, 1967 | 6,264 | 256,503 | 262,767 |
| Shares reserved for possible future options | — | 604,657 | 604,657(a) |
| Total shares reserved | 6,264 | 861,160 | 867,424 |
| Option price range | $12.89-18.70 | $16.67-29.89 | |

(a) At July 31, 1966, the number reserved was 776,417.

In addition the company has other plans whereby employees under certain conditions may purchase stock on the installment basis at the prevailing market price. Under these plans 441,270 shares and 105,285 shares, were available for employee purchases at July 31, 1967 and July 31, 1966, respectively. It has been the company's practice to purchase such shares on the open market and it is its present intention to continue to do so.

LEGAL MATTERS—Certain stockholders of S. H. Kress and Company, approximately 95% of the outstanding stock of which is owned by the company, have instituted actions against the company, Kress and certain directors of both companies. The complaints allege that S. H. Kress and Company was damaged as a result of the sale and lease-back of certain of its properties. It is the opinion of counsel and company officials that the actions will be successfully defended. In addition the company is the defendant or plaintiff in other actions which in the opinion of counsel and company officials will be successfully resolved and would not affect materially the financial position of the company in the event of adverse decisions.

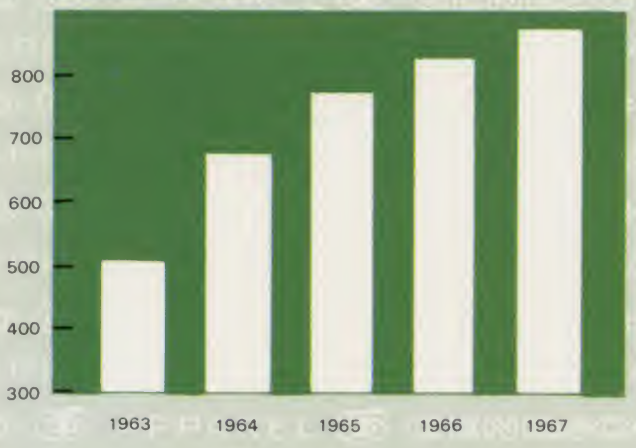
ACQUISITION OF BERKSHIRE APPAREL CORPORATION—The company has agreed to acquire the net assets of Berkshire Apparel Corporation, a Massachusetts corporation, engaged in the manufacture of popular priced women's dresses. Subject to approval by Berkshire stockholders, the company is to issue at the closing 111,375 shares of a new Series C subordinated preference stock, which carries an annual dividend of $6.00 per share and is convertible into 2.2 shares of common stock for each preference share. At the close of its latest fiscal year, December 31, 1966, Berkshire had total assets of $7,377,000 and stockholders' equity of $3,456,000. The net sales and net earnings of the company for the year ended December 31, 1966, were $17,410,000 and $870,000, and for 1965 were $15,646,000 and $780,000.

| | Total Volume of Business | Net Sales less Inter-Branch Business | Depreciation and Amortization (including lasts, dies and patterns) | Earnings Before Taxes and Minority Share of Earnings | Income Taxes | Net Earnings | Number Stock-holders | Average Shares Common Stock Outstanding |
|---|---|---|---|---|---|---|---|---|
| 1967 | $945,342,000 | $872,119,000 | $8,733,000 | $42,679,000 | $17,212,000 | $25,193,000 | 35,000 | 8,493,000 |
| 1966 | 904,010,000 | 830,546,000 | 8,306,000 | 45,628,000 | 20,195,000 | 24,947,000 | 30,000 | 8,029,000 |
| 1965 | 836,237,000 | 775,132,000 | 8,779,000 | 38,538,000 | 16,115,000 | 21,996,000 | 29,000 | 7,664,000 |
| 1964 | 732,205,000 | 681,895,000 | 8,610,000 | 30,032,000 | 13,160,000 | 16,566,000 | 28,000 | 7,601,000 |
| 1963 | 567,144,000 | 518,045,000 | 6,500,000 | 21,679,000 | 9,936,000 | 11,684,000 | 24,000 | 7,584,000 |
| 1962 | 446,101,000 | 401,865,000 | 5,268,000 | 15,466,000 | 7,173,000 | 8,171,000 | 18,000 | 5,866,000 |
| 1961* | 374,637,000 | 333,496,000 | 4,992,000 | 13,855,000 | 5,752,000 | 8,001,000 | 16,000 | 5,610,000 |
| 1960** | 345,507,000 | 305,137,000 | 4,277,000 | 13,289,000 | 6,703,000 | 6,342,000 | 16,000 | 4,901,000 |
| 1959** | 318,994,000 | 276,422,000 | 4,341,000 | 17,157,000 | 8,223,000 | 8,688,000 | 11,000 | 4,531,000 |
| 1958** | 252,513,000 | 218,118,000 | 3,938,000 | 9,818,000 | 4,628,000 | 5,008,000 | 10,000 | 3,722,000 |

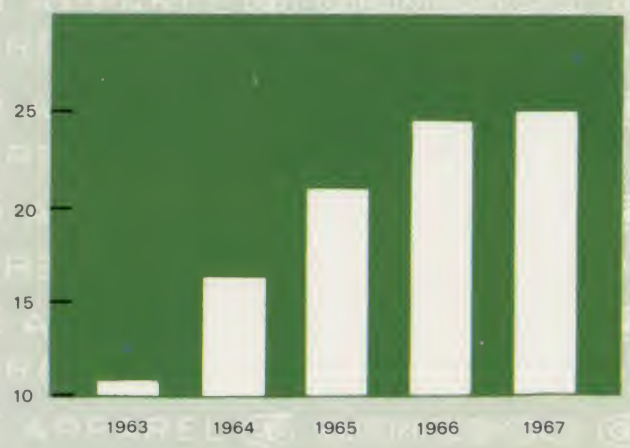
**Reflects Three-for-Two Stock Split-up Effective August 22, 1966**

**Fiscal year changed to end July 31st.*
***Fiscal year ended October 31st.*

**NET SALES**
**(Millions of dollars)**



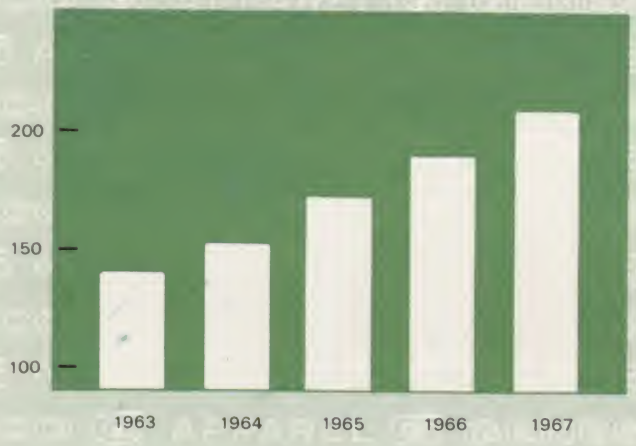

**NET EARNINGS**
**(Millions of dollars)**



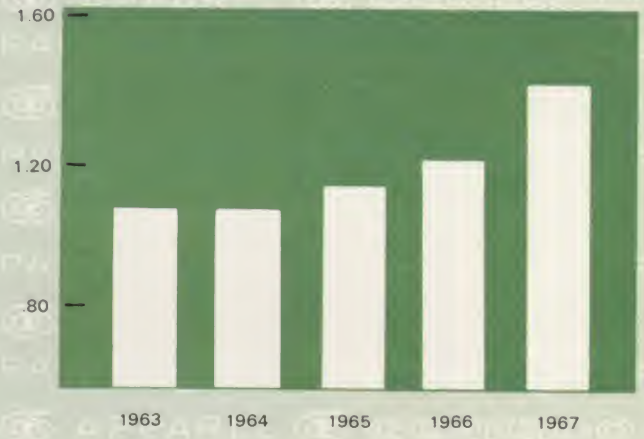
## 10-YEAR RECORD OF GROWTH

| Earnings Per Common Share | Total Taxes Per Common Share | Dividends Per Common Share | Cash Flow Per Common Share | Book Value Per Common Share | Year's Price Range Per Common Share | Long-Term Debt | Working Capital | Stockholders Equity |
|---|---|---|---|---|---|---|---|---|
| $2.77 | $4.26 | $1.40 | $3.75 | $18.75 | $32⅛ -$23 | $83,348,000 | $241,751,000 | $202,530,000 |
| 2.88 | 4.71 | 1.20 | 3.64 | 17.15 | 44¼- 28⅜ | 64,886,000 | 219,055,000 | 186,875,000 |
| 2.61 | 4.24 | 1.13 | 3.54 | 14.66 | 36 - 26½ | 69,274,000 | 217,190,000 | 162,677,000 |
| 1.90 | 3.68 | 1.07 | 3.95 | 12.93 | 27¼- 22⅝ | 70,512,000 | 204,438,000 | 150,785,000 |
| 1.31 | 2.65 | 1.07 | 2.35 | 11.90 | 25½- 22⅜ | 47,780,000 | 160,563,000 | 144,443,000 |
| 1.30 | 2.59 | 1.07 | 2.36 | 14.92 | 28¼- 22⅜ | 54,572,000 | 127,930,000 | 103,492,000 |
| 1.35 | 2.23 | 1.07 | 2.23 | 15.23 | 26¼- 17⅛ | 40,789,000 | 113,889,000 | 98,618,000 |
| 1.17 | 2.55 | 1.02 | 2.01 | 14.80 | 27¼- 20⅜ | 29,384,000 | 95,321,000 | 95,859,000 |
| 1.78 | 2.91 | 1.00 | 2.73 | 13.38 | 27¼- 18 | 27,625,000 | 84,803,000 | 75,832,000 |
| 1.17 | 2.33 | 1.00 | 2.32 | 12.67 | 18⅛- 13½ | 28,000,000 | 75,360,000 | 62,841,000 |

**STOCKHOLDERS EQUITY**
**(Millions of dollars)**




**DIVIDENDS**
**per common share**



## CORPORATE OFFICERS

*Chairman*
W. Maxey Jarman

*President*
Ben H. Willingham

*Executive Vice President and Chairman, Executive Committee*
William M. Blackie

*Executive Vice President*
Franklin M. Jarman

*Group Vice Presidents*
Sam A. Buchanan
H. Nelson Carmichael
William S. Flanagan
W. Gregory Quick
E. DeVaughn Woods

*Financial Vice President*
Leonard K. Guiler

*Vice President and Secretary*
James P. Saunders

*Vice President-National and International Relations*
H. Wilks Brawley

*Vice Presidents—Distribution*
Charles W. Cook
Houghton D. Vaughn

*Vice President—Retail Co-ordination*
William H. Cope

*Vice President—Retail Distribution*
J. Owen Howell, Jr.

*Vice President—Marketing*
Duke J. Rose

*Vice President—Manpower*
George C. Collins

*Vice President—Mfg. Co-ordination*
Kirk H. Low

*Vice President—Central Control*
Larry B. Shelton

*Treasurer*
J. G. DeLacey

*Auditor*
Stuart Carlisle

*Assistant Vice Presidents*
James H. Cheek, Jr.
Fred Lang
George Langstaff, Jr.
Edward M. McGinley
Maurice E. Miller
William C. O'Connor

*Assistant Treasurers*
Robert C. Hilton
Ernest B. Holt
T. Douglas Oxford

*Assistant Secretaries*
Robert A. Ables
John A. Ball
Rodes Ennis
William S. Wire, II

## EXECUTIVE COMMITTEE

W. M. Blackie, *Chairman*
Sam A. Buchanan
H. Nelson Carmichael
William S. Flanagan
J. Owen Howell, Jr.
Franklin M. Jarman
W. Maxey Jarman
W. Gregory Quick
Duke J. Rose
James P. Saunders
B. H. Willingham
E. DeVaughn Woods

## FINANCE COMMITTEE

B. H. Willingham, *Chairman*
W. M. Blackie
J. G. DeLacey
L. K. Guiler
J. Owen Howell, Jr.
Franklin M. Jarman
W. Maxey Jarman
Duke J. Rose
Larry B. Shelton
E. DeVaughn Woods

## BOARD OF TRUSTEES, GENESCO EMPLOYEES' RETIREMENT FUND

Noble C. Caudill
J. Harlan Lawson
William H. Wemyss
M. S. Wigginton
B. H. Willingham

## CORPORATE DIRECTORS

William M. Blackie
*Executive Vice President*
*Chairman, Executive Committee*

Sam A. Buchanan
*Group Vice President*

H. Nelson Carmichael
*Group Vice President*

Charles W. Cook
*Vice President—Distribution*

William S. Flanagan
*Group Vice President*

Sam M. Fleming
*President*
*Third National Bank*
*Nashville, Tennessee*

Edward Glassmeyer
*Senior Vice President*
*Blyth & Co., Inc.*
*New York, New York*

Edward W. Graham, Jr.
*President, Jarman Shoe Co.*

John A. Hill
*President*
*Aetna Life & Casualty*
*Hartford, Connecticut*

J. Owen Howell
*Vice President—Retail Distribution*

F. M. Jarman
*Executive Vice President*

W. Maxey Jarman
*Chairman of the Corporation*

Sigmund W. Kunstadter
*Management Consultant*

W. Gregory Quick
*Group Vice President*

Bernard E. Reed
*Vice President—Manufacturing Staff*

James P. Saunders
*Vice President and Secretary*

Houghton D. Vaughn
*Vice President—Distribution*

M. S. Wigginton
*Trustee—GENESCO Pension Funds*

Ben H. Willingham
*President*

E. DeVaughn Woods
*Group Vice President*

FLEMING

HILL

GLASSMEYER

S. KUNSTADTER

WIGGINTON

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Larry B. Shelton
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J. Carroll Wood
E. DeVaughn Woods

## CORPORATE OFFICES

111 Seventh Avenue, N.
Nashville, Tennessee 37202

GENESCO Building
730 Fifth Avenue
New York, N. Y. 10019

1700 Pennsylvania Avenue, N.W.
Washington, D. C. 20006

## CABLE ADDRESS

GENCORP

## TRANSFER AGENTS

Common stock and Preferred stock

Morgan Guaranty Trust Company
New York, N. Y. 10004

First American National Bank
Nashville, Tennessee 37202

## REGISTRARS

Common stock and Preferred stock

Chemical Bank New York Trust Company
New York, N. Y. 10004

Third National Bank
Nashville, Tennessee 37202

Annual meeting of stockholders
December 4, 1967

GENESCO

111 7th AVENUE, N., NASHVILLE, TENNESSEE 37202
730 FIFTH AVENUE, NEW YORK, NEW YORK 10019